

**Regional Activity to Promote Integration
Through Dialogue and Policy
Implementation (RAPID)**



RAPID First Annual Impact Report

For the period: April 11, 2000 – December 31, 2000

Submitted by:

Chemonics International, Inc.

Submitted to:

**Regional Center for Southern Africa,
U.S. Agency for International Development**

Gaborone, Botswana

January 30, 2001

USAID Contract No. 690-I-00-00-00149-00

P.O. Box 602090 ▲ Plot 2914, Ext.10 ▲ Pudulogo Cresent ▲ Gaborone, Botswana ▲ Phone (267) 300 884 ▲ Fax (267) 301 027 ▲ Email rapid@botsnet.bw

Chemonics International Inc ▲ Africa Resources Trust ▲ Business Research and Information Group ▲ Complete Software Solutions Ltd ▲ Consilium Legis (Pty) Ltd
▲ Crown Agents Consultancy Inc ▲ Dewey Ballantine LLP ▲ ECOFIN (Pvt) Ltd ▲ Economic Resources Ltd ▲ Independent Management Consulting Services
▲ Macroeconomic & Financial Management Institute of Eastern and Southern Africa ▲ Manyaka Greyling Meiring Ltd ▲ Mercosur Consulting Group Ltd
▲ New Africa Advisors ▲ Resolve Inc ▲ Sigma One Corporation ▲ TechnoServe ▲ Transportation and Economic Research Associates Inc
▲ ULG Northumbrian Ltd ▲ Vertex Financial Services Ltd ▲ World Conservation Union ▲ World Wildlife Fund

An Activity Funded by the United States Agency for International Development (Contract No. 690-I-00-00-00149-00)

TABLE OF CONTENTS

LIST OF ACRONYMS.....	iii
SECTION I – INTRODUCTION	1
1. The Scope and Nature of RAPID.....	1
2. Purpose and Objectives of This Report.....	2
3. Organization of This Report.....	2
SECTION II – IMPACT MONITORING PLAN.....	3
1. Establishment of Task Order Monitoring Objectives.....	3
1.1 Statement of Work	3
1.2 Illustrative Monitoring and Evaluation Plan	3
1.3 Illustrative Work Plan	3
2. Monitoring Performance During Task Order Implementation.....	4
2.1 Revised Work Plan.....	4
2.2 Performance Reporting	4
SECTION III – TASK ORDER IMPLEMENTATION RESULTS	5
1. Task Order 2.1 Impacts	5
1.1 Purpose and Objectives	5
1.2 Deliverables.....	5
1.3 Major Results	6
2. Task Order 2.2 Impacts	8
2.1 Purpose and Objectives	8
2.2 Deliverables.....	8
2.3 Major Results	11
3. Task Order 3.1 Impacts	12
3.1 Purpose and Objectives	12
3.2 Deliverables.....	12
3.3 Major Results	12
4. Task Order 3.4 Impacts	14
Annex A. RAPID Task Order Statistical Summary, As of December 31, 2000.....	15
List of Tables	
Table 1. Task Order Statement of Work Elements Relevant to Performance Monitoring.....	3
Table 2. Task Order Performance Reports.....	4

LIST OF ACRONYMS

AGOA	African Growth and Opportunity Act
AMU	Activity Management Unit (within each RCSA SO team)
CBO	Community-Based Organization
CBNRM	Community-Based Natural Resource Management
CTO	Cognizant Technical Officer
EIA	Environmental Impact Assessment
GTZ	German International Development Agency
IMPACT	Impact Assessment, Monitoring and Evaluation Activity
IQC	Indefinite Quantity Contract
M&E	Monitoring and Evaluation
NLRT	National Legal Reform Team
N-PICT	National Protocol Implementation Coordinating Team
NRM	Natural Resources Management
NWG	National Working Group
RAPID	Regional Activity to Promote Integration Through Dialogue and Policy Implementation
RCO	Regional Contracting Officer
RCSA	Regional Center for Southern Africa
RFP	Request for Proposals
SADC	Southern African Development Community
SATCC-TU	SADC Transportation, Telecommunications, and Meteorology Technical Unit
SARA	Southern Africa Railroad Association
SFTA	SADC Free Trade Area
SITCD	Sector Industry Trade Coordination Department
SO	Strategic Objective
SOW	Statement of Work
SPS	Sanitary-Phytosanitary
TBNRM	Transboundary Natural Resource Management
TNF	Tariff Negotiation Forum
TRASA	Telecommunications Regulatory Authority of Southern Africa
TO	Task Order
USAID	United States Agency for International Development
USTR	United States Trade Representative

SECTION I – INTRODUCTION

1. The Scope and Nature of RAPID

The “Regional Activity to Promote Integration Through Dialogue and Policy Implementation” (RAPID) is being implemented for the Regional Center for Southern Africa (RCSA) of the U.S. Agency for International Development (USAID) through a 5-year contract issued Chemonics International in April 2000. The purpose of this contract is to provide quick-response short-term technical services related to policy analysis, policy dialogue, and support for implementation of policy changes under RCSA’s. The contract supports RCSA’s strategic objectives (SO’s) for assisting the further integration of the Southern Africa Development Community (SADC) member countries in the critical areas of regional market integration (SO 2), increased cooperation in the management of shared natural resources (SO 3), and expanded commercial markets for agricultural technologies and commodities (SO 4). The Chemonics/RAPID consortium is composed of U.S. and Southern African partners with predominate capabilities to support RCSA Strategic Objectives 2, 3 and 4.

Chemonics implements RAPID under an Indefinite Quantity Contract (IQC) that provides for a series of short-term task orders to be managed by a long-term Core Team, based at the Chemonics/RAPID office in Gaborone.

The RAPID Core Team: Task Order 1

The RAPID Core Team is funded under Task Order 1 to provide long-term management/administrative services and reports related to RAPID implementation. No commodities (such as supplying computers, vehicles to host government agencies) are provided, except for the direct logistical support of the RAPID Core Team in providing quick-response short-term technical services, including technical reports and other deliverables to implement short-term task orders related to policy analysis, policy dialogue, and support for implementation of policy changes pursued by RCSA Strategic Objective (SO) Teams 2, 3, and 4. The SO teams issue concepts that are developed into statements of work (SOW) by the RAPID Core Team. Once the respective SO team has approved the SOW, the RAPID Core Team competes the consultant requirements from within the Chemonics/RAPID consortium and submits a proposed task order for accomplishing the SOW to RCSA. Upon approval of the proposal, RCSA issues a task order to Chemonics, who then issues sub-task orders to the relevant RAPID consortium partners for the consultants they provide to perform the SOW. The RAPID Core Team Task Order (TO) Manager (either the Market Integration Advisor or Agriculture/NRM Advisor) then supervises implementation of the task order, in collaboration with the RCSA/RAPID Cognizant Technical Officer (CTO) and the RCSA Activity Management Unit (AMU) responsible for the intermediate results that are to be achieved in support of the respective SO.

The contract has been modified to also allow short-term consultants to be engaged by the RAPID Core Team with TO 1 funds to provide special activity design and assessment support to the three SO teams. Under this provision, short-term consultants are engaged under the supervision of the relevant Core Team TO Manager to either prepare SOW’s for upcoming RAPID task orders or program/strategy assessments for the respective SO teams.

Task Order Support to RCSA Strategic Objectives

Each short-term task order is funded by the relevant SO team. The TO team assists the SO team in expediting the Southern African regional integration process by providing technical services related to developing policies necessary to implement regional protocols and other agreements that are measured through the respective intermediate results summarized in Table 1.

The activities performed under a typical task order are strictly determined by the scope and nature of the concept that an SO team requests the RAPID Core Team to address. Over time, the SO teams' priorities, as demonstrated by the concepts presented to the RAPID Core Team, will change as the respective AMUs resolve earlier problems and identify new opportunities to assist the regional integration process. In general, technical assistance will be provided for:

- a) analysis of best practices for developing and implementing regional protocols for regional integration of trade, improved transboundary management of shared natural resources, and expanded regional agricultural markets;
- b) seminars and workshops to help SADC member countries expedite the regional integration process through the development and implementation of relevant protocols; and
- c) analytical studies that help SADC member countries understand the costs of current regional policy constraints on trade, shared natural resource management, and agricultural markets, and the benefits of expediting the regional integration process.

2. Purpose and Objectives of This Report

The purpose of this report is to provide an annual summary of activities implemented under RAPID task orders to support RCSA Strategic Objectives 2, 3, and 4. This report satisfies section C.3.(c)(2)(E) "Activity (Sub-CLIN C and D Task Order) Impact Monitoring," of the Chemonics contract.

The objectives of this report are:

- 1) Describe the monitoring plan used to measure the impacts of RAPID task order activities against the relevant Intermediate Results of the respective RCSA Strategic Objective Teams; and
- 2) Describe the results of each RAPID task order implemented since the Chemonics contract was issued (April 2000) and the end of calendar year 2000.

3. Organization of This Report

Section II describes the impact monitoring plan used by RAPID to track implementation progress and achievement of objectives and deliverables for each task order.

Section III describes the results of implementation through the end of calendar year 2000 for TO's 2.1, 2.2, 3.1, and 3.4. Each task order is summarized in terms of purpose and objectives, deliverables, and major results achieved to date.

Annex A provides a summary of all task order development and implementation activity through the end of 2000.

SECTION II – IMPACT MONITORING PLAN

The impacts of RAPID activities are monitored by first establishing the monitoring objectives during the development of each task order, and then reporting performance on those objectives according to the task order implementation work plan.

1. Establishment of Task Order Monitoring Objectives

1.1 Statement of Work

During the development of each RAPID task order, the relevant Core Team TO Manager collaborates with the respective SO AMU to incorporate performance monitoring elements in the Statement of Work, which becomes the basis for the TO issued to RAPID by RCSA. The SOW includes 15 elements that are needed to design contractible activities. Table 1 summarizes the 6 TO SOW elements that are relevant to performance monitoring.

Table 1. Task Order Statement of Work Elements Relevant to Performance Monitoring

2.	Purpose and Objectives <i>(Simple, clear statement of why this TO is to implemented)</i>
3.	Background <i>(Content, strategy, past efforts of SO/RCSA related to activity, how activity will help achieve SO and IRs, and possibly sub-IRs)</i>
4.	Key Tasks <i>(A listing of key tasks to be required under the TO. This, in combination with Key Deliverables provides a snap shot of the specifics of what will be done and what will be accomplished under the TO.)</i>
5.	Key Deliverables <i>(Any reports and other tangible products of the activity. However, on a large TO, the detailed deliverables will have to be developed by the TO team once they are fielded.)</i>
13.	Illustrative Monitoring and Evaluation Plan <i>(Citing Aurora/IMPACT's involvement and other products that will serve a M&E function, such as reports, workshop proceedings, etc., to verify results against deliverables and objectives)</i>
14.	Illustrative Work Plan <i>(Simple summary of when the key tasks will be accomplished, and how the tasks will be managed and reported; includes Gantt chart)</i>

1.2 Illustrative Monitoring and Evaluation Plan

The typical TO SOW includes an illustrative monitoring and evaluation plan (section 13) or specifies how a plan will be established once the TO is implemented. In either case, most of the emphasis is on monitoring performance in achieving the purpose (section 2) and key deliverables (section 5) of the TO SOW.

1.3 Illustrative Work Plan

An illustrative work plan (section 14) is included in each TO SOW to simply summarize when key tasks will be accomplished, and how those tasks will be managed and reported.

2. Monitoring Performance During Task Order Implementation

Each RAPID TO incorporates the TO SOW mentioned above, and thus includes the contractor's responsibility for monitoring performance during the implementation phase. RAPID fulfills this responsibility by preparing a revised, more detailed work plan at the beginning of implementation, and reporting progress through five separate reporting mechanisms.

2.1 Revised Work Plan

As soon as a TO team is mobilized, it's first responsibility is to revise the illustrative work plan from the TO SOW to meet new conditions that may have arisen, and/or new implementation approaches that may have become evident since the SOW was designed. The work plan will include a schedule for monthly performance reports and a final report to be submitted to the RAPID TO Manager and the relevant RCSA SO AMU. The work plan will also include provisions for other types of performance reports to be submitted on an "as needed" basis.

2.2 Performance Reporting

Table 2 summarizes the key reports that each TO team prepares to provide RCSA with timely information on what activities are being implemented and how the purpose, objectives, and deliverables of the TO are being achieved.

Table 2. Task Order Performance Reports

Report	Frequency	Responsibility
Monthly Performance Report	Monthly	TO Team Leader
Trip Report	As needed	Relevant TO members
Workshop Proceedings Report	As needed	TO Team Leader
Technical Report	As needed	TO Team Leader
Task Order Final Report	End of Task Order	TO Team Leader

SECTION III – TASK ORDER IMPLEMENTATION RESULTS

During the past year, RAPID has developed and implemented 4 task orders: 2.1, 2.2, 3.1, and 3.4. TO's 2.1 and 2.2 are being implemented through July and August 2001, respectively. TO's 3.1 and 3.4 were developed and completely implemented during 2000. Annex A summarizes the development and implementation status of these TO's and other TO's still under development at the end of the year.

1. Task Order 2.1 Impacts

On August 14, 2000, Task Order 2.1 was issued by RCSA SO2 for "Support for Transport and Telecommunications Reform in Southern Africa: Protocol Implementations."

1.1 Purpose and Objectives

The purpose of this task order is to provide technical support for implementation of protocols for the reform of the transport and telecommunications sectors in Southern Africa. Further, it responds to the urgent need to accelerate the pace of change in the SADC transport and telecommunications sectors. Although past USAID assistance has focused on supporting the process of policy change, TO2.1 shifts focus toward the translation of the agreed policy direction into tangible and visible results, specifically with regard to reduced market barriers, more efficient provision of infrastructure and services; and strengthened advocacy for sustained regional integration.

The objectives of Task Order 2.1 are to:

- Develop the regional and national capacity to implement and monitor compliance with the transport and telecommunications protocol;
- Adapt model legislation to individual member states;
- Ensure that the regional momentum for reform in transport and telecommunications and harmonization is maintained; and
- Build public-private partnership and capacity to engage in and influence the policy dialogue, implementation, monitoring and evaluation.

Initial countries selected for technical assistance are:

<u>Railway Enabling Legislation:</u>	Namibia, Zambia, and Zimbabwe
<u>Telecom Enabling Legislation:</u>	Mozambique; Namibia, Swaziland;
<u>Reform of Border Post Management:</u>	Botswana, Mozambique, Namibia, South Africa, Zambia, and Zimbabwe.

1.2 Deliverables

The TO specifies two types of deliverables: five copies of a specific work plan at the beginning of TO implementation, to be updated quarterly; and other deliverables to be detailed during work planning to directly support the TO purpose and objectives. Examples of types of deliverables to be listed on the work plan include:

- Policy and Legal Reform: what will be done under Railways, Telecommunications and Border Posts, e.g., what legislation will be enacted (or rather, technical assistance to be provided toward this end)?
- Communications: e.g., which member states will become linked by email? Where will information exchange systems be set up?

- Institutional Strengthening: e.g., which committees are constituted with the expected full complement of public and private sector members? (e.g. NLRT's, N-PICT's, TRASA and SARA)
- Sector Specific: e.g., transfer of skills from project team to SATCC-TU experts, national officials, and appropriate private sector personnel.

During the planning sessions for the first quarterly work plan, the following Phase 1 Deliverables were identified:

- Secure senior level cooperation and input from policy-makers and key officials of Protocol implementation
- Mobilize public and private sector stakeholder commitment and action to Protocol implementation
- Conduct sector audits in all initially identified countries to ascertain current status and target specific areas of opportunity for assistance from this project
- Provide immediate communications and information network support to key counterpart – SATCC-TU - and initiate assessment of communications infrastructure in SADC member states.

1.3 Major Results

As dictated by the Task Order, the team was divided up into sector-specific, plus communications and information network support, results teams who then set off to implement the work plan. The period of November through December was designated as phase one – where the project was jump-started by conducting in-country situation audits to ascertain where the previously targeted countries stood with respect to Protocol implementation in the relevant sector; and to mobilize public and private sector participation in future RAPID 2.1 assistance activities. A more detailed description of the fieldwork from each sector is detailed below.

- ❖ **Telecommunications:** The Telecommunications Task Team have completed phase 1 of the approved work plan, a situation audit of the telecommunications sector in Namibia, Swaziland, and Mozambique. The main objectives of the audits were:
 - 1) establish from the major stakeholders in each country their points of view and plans regarding the privatization of the industry;
 - 2) ascertain from these stakeholders the tangible assistance they require from the RAPID activity;
 - 3) clarify the privatization process in each country to ensure that RAPID consultants can make a meaningful and tangible contribution in the time available;
 - 4) compile an inventory of the legal/regulatory reforms that may/will be required during the duration of this process, and to determine potential assistance in this process by the RAPID consultants; and
 - 5) prepare a realistic strategy of future activities of the consultants for presentation (approval and commitment) from RCSA and SATCC-TU.

In line with task order objectives, the Team met with key industry representatives from the public and private sector in each country. Information that was collected from these meetings was supplemented by interviews hosted with principal stakeholders in South Africa and Botswana. The Telecomm Technical Report covering findings and recommendations on Mozambique, Swaziland, and Namibia has been completed was formally presented in briefings to USAID/RCSA for approval prior to distribution. The report also prioritized areas of assistance to be detailed in the work plans for the remainder of the project. These specific and tangible areas of assistance have been proposed at national and regional level, and

were developed in-country as well as following consultation with TRASA. In excess of twenty issues have been listed, all within RAPID terms of reference, and include the following key concerns:

- 1) Regulatory authority assistance;
- 2) Fair trading guidelines;
- 3) Competitive safeguards;
- 4) Accounting framework and guidelines;
- 5) Database development;
- 6) Spectrum management; and
- 7) Regional numbering rationalization.

In addition, on a regional level, RAPID Telecommunications Task Team began work with the TRASA on the upcoming workshop on Universal Licensing and Access to be held in Swaziland on February 19-23.

- ❖ **Railways:** The Railway Task Team engaged with in-country status audits of railway privatization/concessioning in Zambia, Zimbabwe, and Namibia. The objectives of, and the deliverables from these audits are similar to those described for the telecommunications initiative. In this instance, information for regional purposes is being supplemented from the railways management company Comazar, from Botswana Railways, and from Mozambique Railways (circumstances allowing) as each offers unique, valuable inputs. The Team has identified specific tangible assistance that the RAPID activity can offer in each of the following areas:

- 1) Operational matters affecting the national railway as it prepares for concessioning;
- 2) Technical evaluation of the bids received from prospective concessionaires;
- 3) Tangible assistance in respect of legal and regulatory amendments (this assistance is essential from a prospective concessionaire's perspective, i.e. protecting the substantial investment by ensuring that unforeseen legislation does not derail the process before, during, or after concessioning and thereby, potentially, squandering the investment);
- 4) Assistance with the concessioning process (i.e. from the client Ministry, through legal affairs requirements, to the office of the Parliamentary Secretary);
- 5) Reviewing the position of the regulatory authority; and
- 6) Tangible capacity building with the regional railways authority, SARA.

The draft technical reports of the Railways Technical Team were to RCSA and SATCC-TU, and will be more widely available upon approval from RCSA.

- ❖ **Border Posts:** Background material were collected and appraised on past and current border post initiatives, and border posts at Mamuno/Buitepos, Katima Mulilo, Ngoma, Kazangula, and Victoria Falls have been assessed. Extensive discussion were also held with the Walvis Bay Corridor Group and its public and private sector stakeholders as a result of which a specific request will be made to RAPID for technical assistance regarding the development of the corridor. This activity will include assistance for border post reform; creating regional market integration through alternative viable logistics chains – which will result in policy and legal reforms; promoting intermodal transport networks; and promoting key border post and trade requirements contained in the respective protocols. Four newly formed trade corridors were identified for attention (the Trans Kalahari, the Caprivi, the Nacala, and the Maputo Corridors – the latter at the specific request of the USAID/RCSA). The key tasks leading to deliverables were identified, including time frames, and a Border Post Team representing economic, legal/regulatory, transport, and business interests.

- ❖ **Communications and Electronic Information:** SATCC Information Technology Assistance – George Feneysey, traveled to Maputo 16 October – 3 December to provide network and web support to the SATCC. While in country he met with various SATCC staff to assess their computer usage, network needs, and data availability/needs. He conducted an audit of the SATCC network environment, including an inventory of hardware and software. He undertook to solve the software problems by removing viruses and recovering lost data. He also reviewed the SATCC website to identify problems, usage patterns, and possible alternative system configurations.

2. Task Order 2.2 Impacts

On October 12, 2000, TO 2.2 was issued by RCSA SO 2 for “Support to National Working Groups on the Implementation of the SADC Trade Protocol.”

2.1 Purpose and Objectives

The primary objective of this Task Order is to enhance the capacity of the SADC national governments and the private sector to manage and coordinate regional market initiative and activities by:

- Supporting measures for the effective implementation of the Trade Protocol;
- Providing facilitators to the national working groups for a period of 11 months; and
- Providing logistical support and assistance to national working groups.

By enhancing the SADC national governments capacity to analyze and address critical issues that impede implementation of the SADC Free Trade Area (SFTA) this Task Order will contribute directly to the process leading to the reduction of barriers to cross-border trade, investment and finance in the SADC region. (IR1). Further the Task Order will support IR3, Strengthened Advocacy for Sustained Regional Integration, by facilitating the development of institutional capacity to manage and coordinate regional market integration initiatives and activities as they relate to the implementation of the SFTA.

2.2 Deliverables

Since this is a demand driven activity, and in the interest of timeliness and manageability, this task order will be implemented in three phases as described below. It should be noted that this TO adopts a very flexible approach¹ for several reasons. The TO was developed on the basis of an indicative work program (outlined below). However, it is already evident that the actual work program under the TO will differ substantially. This strategy facilitates a rolling work plan concept that responds to demand from member countries, each of which has a different market environment and therefore different trade development concerns and priorities.

Phase One (Month 1)

The TO Team will undertake the following Phase 1 Objectives:

- Consult with SADC Secretariat and GTZ advisor to confirm objectives and purpose of the task order (TO)
- Meet with senior government officials and representatives of the private sector in each of the 11 SADC Member States implementing the Trade Protocol. The purposes of these meetings will be to:

¹ This approach is similar to the RCSA TO issued to PwC, under SEGIR, which assists with the development of the JADC Trade Protocol.

- i Review the capacities and programs of existing government-private sector groups. Where there is no group in place, the scope for establishing a national working group will be determined.
- ii Identify the chairpersons who will be supported under this exercise (by GTZ). An assessment will be made of the specific needs of the secretariat for this process, likely venues for national meetings and other potential material requirements.
- Prepare detailed, prioritized work programs for each National Work Group. These work programs will address, *inter alia*, the expected consulting and financial requirements.
- Organize and hold the first regional meeting of national working group Chairpersons. This will be held in Gaborone and include the SADC Secretariat and SITCD.

Phase One will be carried out by the Team Leader and three Trade Advisors. These same consultants would be expected to continue as facilitators in Phase Two. This part of the Task Order will also require consulting inputs to organize the regional meeting.

Phase I Deliverables

- Regional meeting of national working group chairpersons -- to be held during month 1
- Detailed, prioritized work programs for each National Work Group, laying out anticipated tasks under task order. It should be noted, however, that the work programs are likely to be dynamic and evolving over the period of the task order. Very few of the countries have actually established National Working Groups as yet, although they all recognize that they have been mandated to do so by their Ministers of Trade at the last SADC Summit. Furthermore, very few of them have given much thought yet to the specifics of how they should be constituted, what they need to do, and what their priorities are with respect to implementation of the SADC Free Trade Area. The TO Team will assist them in getting these working groups established and functioning, and help them to sort out what their priorities are. At the end of Phase I, the parties involved should have some idea of the scope of assistance required and this will constitute the detailed work plans. However, the work plans need to be updated periodically to reflect the unfolding understanding these national working groups will have of what needs to be done. Flexibility will be necessary in responding to the needs of the national working groups as they arise, as long as the requests fall within the scope of the task order. The technical CTO will review and approve the work plan from a technical point of view, and this will trigger the move to Phase II. The work plan will be due on the 10th working day of month 2.
- Brief report on the outcome of the first regional meeting of the national working group chairpersons. Due 10th working day of month 2.

Phase Two (months 2-10)

For planning purposes, it is assumed that there will be a full time facilitator for each Member State, (i.e., a total of eleven consultants working as facilitators). When the initial assessment carried out under Phase One is completed, the configuration of the team of consultants may be adjusted to better reflect the specific requirements for each Member State.

The national consultants working with Member State's National Working Groups (NWGs) will:

- Work closely with the Chairpersons of the NWGs and the government officials responsible for implementing the Trade Protocol. The national consultants will also keep the Team Leader informed of progress through regular, detailed progress reports.

The Team Leader will be based in Gaborone and will be responsible for keeping the SADC Secretariat, SITCD, GTZ and RCSA informed of the Task Order's progress.

- A key responsibility of the national consultants will be to assist in identifying and addressing areas where problems impeding the implementation of the Trade Protocol arise that require additional assistance. There are several ways in which additional assistance can be provided to Member States, including through the SADC Secretariat's advisors and/or through RAPID.
- The national consultants will assist in organizing and holding regular meetings of the NWGs. They will also assist in conducting a mid-term regional meeting of NWGs.
- The national consultants will assist in the coordination of each Member State's implementation program with other technical assistance activities and regional initiatives aimed at implementing the Trade Protocol underway.
- The national consultants will work with the NWGs to prepare longer term work programs, (i.e., to cover activities that would extend beyond the coverage of this Task Order). These will be drafted by month 9 and submitted for comments to the Team Leader, SADC Secretariat, SITCD, GTZ and RCSA. The longer term work programs will include, but not be limited to, a plan of action for RCSA through the year 2003.

Phase II Deliverables:

- Progress Reports at the end of months 4, 7 and 9. These will include: (i) for each country, a summary of all activities undertaken in that country during the previous three months, including direct support to the national working group and/or to private sector groups within the country, support to national delegations to TNF and/or technical subcommittees of TNF, technical analyses conducted, status of FTA implementation, important issues and problems, summary of results and impact of activities in that country, key recommendations for moving forward, etc.; (ii) summary of regional workshops, meetings, or activities, including purpose, nature of support provided, outcomes, important issues and problems, results and impact, and key recommendations for moving forward; (iii) financial summary -- estimated accrued monthly expenditures, by broad category (e.g., total direct labor, travel and related costs for consultants, workshops, national meetings, other); and (iv) updated work plan for remaining period of task order. Due on 10th day of months 5, 8 and 10.
- Copies of any technical reports or issues papers prepared under the task order. Due on 10th day of month 11.
- Draft country reports, including country-specific needs and strategies for implementing the SADC Free Trade Area -- basically an action plan for the country; problems, issues, constraints, opportunities, results achieved by national working groups to date; overall progress of the country in implementing the SADC Free Trade Area; prioritized needs for assistance/next steps; recommendations for regional vs. national initiatives; recommendations for improving public-private sector partnerships in implementing SADC Free Trade Area, etc. Due on 10th day of month 10.
- Recommended Plan of Action for RCSA through September 30, 2003. Based on draft work plans for each country, but offering TO Team's views of what makes sense for RCSA to support over remaining period of strategy. Recommended actions to be prioritized. Due on 10th day of month 10.

Phase Three (months 10 and 11)

Phase III Activities - During the final month of this Task Order, the TO Team will carry out the following activities:

- A regional wrap up meeting, including the NWG Chairpersons, relevant government officials, the national consultants and representatives from the SADC Secretariat, SITCD, GTZ and RCSA. This meeting will focus on the progress achieved during the Task Order and the work ahead. This meeting will be held in the first week of month 11. (Anticipated venue: Gaborone.)
- The national consultants will submit for discussion final reports that describe activities carried out under the Task Order and also present detailed proposals for additional activities in these areas.
- The Team Leader and national consultants will present final reports in meetings with the SADC Secretariat and RCSA.

Phase III Deliverables:

- Proceedings of regional wrap-up meeting to be held during the first week of month 11. Proceedings due 2 weeks after meeting and prior to final presentation of reports (deliverable 3.d.).
- Final Country Reports -- final version of Phase 2 deliverable, 3rd. Bullet, plus detailed country-specific proposals for follow-on activities. Due 10th day of month 11.
- Summary Report -- BRIEF report summarizing the task order, with a focus on activities undertaken, results achieved, progress of the national working groups, impact of the task order on each country, prioritized recommendations for moving forward. Due 10th day of month 11.
- Formal presentation of reports. One-day meeting to present proceedings of regional wrap-up meeting, final country reports, and summary report to representatives of RCSA, SADC Secretariat, SITCD, and to provide a forum for discussion among these entities on next steps. Last two weeks of task order.

2.3 Major Results

Based on the above purpose, objectives, and deliverables, the following results were achieved by TO 2.2 through the end of 2000:

- Initial meetings and discussions were held with the various groups that will play key roles in the National Working Groups in the following countries: Botswana, Namibia, Malawi, Mozambique, Zimbabwe, Zambia, Mauritius, and Tanzania. This has increased attention on the need to establish and empower these groups. It has also established the potentially important role that RCSA's assistance through RAPID can play in assisting Member States in implementing the Trade Protocol.
- Major assistance was provided in the design and implementation of a SADC workshop on SPS and Food Safety issues in Windhoek on 20-22 November. This exercise has contributed significantly to the development of an agenda for technical assistance that will lead to SADC decisions on establishing a new, more efficient framework for SPS regulation.
- Logistical support was provided for a delegation of 12 participants to attend the USTR's workshop on AGOA in Nairobi on October 27. This initiative provided both private and public sector participants from the region the opportunity to hear first hand from the senior US policy makers responsible for AGOA on the new trading opportunities that will be available.

3. Task Order 3.1 Impacts

On October 13, 2000, TO 3.1, “Stakeholder Workshop for the Okavango/Chobe/Hwange/Caprivi/Mosi-oa-Tunya/Kafue Transboundary Natural Resource Management Area” was issued by RCSA SO3 to RAPID.

3.1 Purpose and Objectives

The purpose of TO3.1 was to conduct a workshop that would serve as a forum for primary SADC and public-sector stakeholders to reach agreement on cooperation and collaboration with RCSA prior to implementing the “Four-Corners” transboundary natural resource management initiative. The Four-Corners initiative involves Botswana, Namibia, Zambia and Zimbabwe, and will be implemented by a USAID grant to the African Wildlife Foundation. Specific workshop objectives are:

Provide an interface at operational levels between SADC protocols in the environmental sector; Introduce the TBNRMA concept to principal SADC and national government stakeholders from the four constituent countries; Identify areas of commonality between the proposed “Four-Corners” initiative and SADC protocols and international environmental conventions to which the four countries are signatory; Obtain consensus among the stakeholders from the four countries on possible areas of collaboration in implementing the concept; Identify regional collaborating institutions that can be involved in the implementation of the “Four-Corners” initiative; and Identify a way towards improved collaboration and implementation of the “Four-Corners” TBNRM initiative.

3.2 Deliverables

The major deliverable under this Task Order were:

provide full logistical support for up to 65 participants to attend a two-day workshop in the vicinity of the “4 Corners” area of Botswana, Namibia, Zambia, and Zimbabwe; collaborate with RCSA/SO 3 and UNDP/Botswana in the preparation of the workshop agenda and reference materials; facilitate the workshop agenda and daily program; and prepare a workshop proceedings report that encapsulates in detail the above-mentioned stakeholders’ recommendations, priorities, and strategies for the “Four-Corners” initiative.

3.3 Major Results

The Task Order resulted in a successful workshop, “Stakeholder Workshop for the Okavango/Chobe/Hwange/Caprivi/Mosi-oa-Tunya/Kafue Transboundary Natural Resource Management Area”, which was conducted by MGM during 9 and 10 November 2000 at the Mowana Lodge, Kasane, Botswana. Recognizing that this was not a decision-making forum, the workshop output included recommendations and the setting of priorities for the effective implementation of the Four Corners transboundary natural resource management program. These recommendations covered institutional arrangements; NRM vision and objectives; tourism; and economic development objectives. Further, output included suggested strategies, and immediate action plans.

The major deliverable under this Task Order, besides the workshop itself, was the workshop proceedings report, which can be summarized as follows:

Recommendations:

- Institutional Arrangements: the objective identified is to overcome institutional constraints to TBNRM *inter alia* poor liaison, inadequate sharing of best practices, and unequal benefits and institutional capabilities. More specifically:
 - To assure stakeholder ownership, the Four Corners initiative must promote the participation of all stakeholders via a formal coordinating structure such as a Steering Committee; and
 - The four governments must work towards a formal agreement to collectively promote the management of the four corners natural resource base for the benefit of its communities and as one regional tourism product. A planning meeting to be held in the near future was recommended and agreed upon.
- Natural Resource Management Vision and Objectives: Participants agreed the natural resource management vision for the Four Corners area should include progress towards:
 - A transborder institution capable of facilitating and coordinating natural resource management;
 - Forums for transboundary partners to encourage CBNRM entities to work together and share experiences;
 - CBO's in the TBNRMA capable of adaptively managing their natural resources;
 - Maintenance of ecosystems in the Four Corners area and rehabilitation of those that have been degraded, supported by well-coordinated transboundary management plan that ensures the integrity of the Four Corners ecosystem;
 - Shared resources harvesting based on an integrated transboundary quota;
 - A monitoring system able to reliably measure trends, with consolidated standards for measurement to assist in future land use, tourism and other planning; and
 - Information resource centers capable of disseminating information to TBNRM stakeholders.
- Tourism and Economic Development Objectives: The objectives for tourism and economic development were suggested as follows:
 - Ensuring the sustainability of tourism development, including social responsibility;
 - Enabling communities to realize maximum benefits from tourism in the Four Corners area;
 - Increasing tourist arrivals in the Four Corners area with a good mix of tourist origins (local/regional and international);
 - Facilitating the free movement of tourists in the area (support for the proposed Univisa system, harmonization of customs and immigration regulations and border post management);
 - Diversifying land use where low potential tourism areas could benefit from other types of land use in order to stimulate economic development
 - Ensuring joint management of natural resources by all the countries involved;
 - Promoting equity, e.g., a good gender balance across countries; and
 - Attracting investments through incentives.

Priorities for Further Actions: Participants suggested several strategies and actions for the implementation of the Four Corners initiative, including the following:

- Undertake additional and extensive stakeholder consultation processes;
- Facilitate the development of transboundary natural resources coordination forums/structures;

- Facilitate the development of compatible transboundary natural resources monitoring systems to monitor resource use trends, impacts and benefits (including EIAs);
- Support the development of a sustainability strategy for local/regional institutions supporting TBNRM; and
- Support the marketing of the Four Corners area as one regional tourism destination, including the harmonization of customs and immigration procedures.

The workshop concluded with three key agreements:

- The principle of cooperating on the management of natural resources in the Four Corners area is relevant especially since it is consistent with the SADC protocols on 1) shared water courses; 2) wildlife conservation and law enforcement; and 3) the charter on the regional tourism organization (RETOSA).
- That an interim working group would be set up to steer the process towards a formal agreement by the four governments at Ministerial level to promote cooperation in the management of the Four Corners TBNRMA.
- As an immediate action, to hold a planning meeting for senior government officials representing tourism and national park authorities to initiate steps towards a formal Four Corners transboundary agreement -- as soon as possible.

4. Task Order 3.4 Impacts

On September 15, 2000, TO 3.4, "SADC Water Sector Surface Hydrology Sub-Committee Meeting (workshop logistical support)" was issued by RCSA SO 3 to RAPID. This TO required providing logistical support for approximately 12 participants to attend a two-day meeting in Johannesburg on September 21-22, 2000. RAPID was not responsible for developing and implementing the meeting agenda or reporting the meeting proceedings results. The Sub-Committee did not report meeting or proceedings results to RAPID.

Annex A. RAPID Task Order Statistical Summary, As of December 31, 2000

TO #	Name	SO/IR	Task Orders in Development								Task Orders Under Implementation									
			Concept Paper	Statement of Work			Resumes		Est Cost (\$million)	Est Duration	TO Issued	TO Budget (\$million)	Completion Date	# Billable Days	# Consultants	Key TO Clients	Cooperating Organizations	RAPID Partners	Key Accomplishments for Quarter	
				Submitted	Resubmitted	Approved	Submitted	Approved												
2.1	Transport-Telcom Policy Reform	2.2		27-Jun		27-Jun	21-Jul			11 mos.	14-Aug	\$4.40	14-Jul-01	3,791	23	SATCC-TU	?	Chemonics, Consilium Legis, Complete Software Solutions, TERA, Crown Agents, MGM	National Coordinators Planning Workshop 18-20 Oct. Full project workplan approved by SATCC and Member States. Workshop proceedings distributed. Detailed Quarterly Workplan approved by RCSA 2 Nov. Audits in all three sectors (Telecommunications, Railways, Border Posts/Corridors) completed in several countries. Management meeting held 9 Nov. Telecommunications briefing at RCSA 1 Dec.	
2.2	Support to National Task Groups on the Implementation of the SADC Free Trade Agreement	2.1	21-Jul	7-Aug		8-Aug	12-Sep	13-Sep		11 mos.	12-Oct	\$4.28	Aug-01	3,476	approx 14	Nat. Task Groups on Free Trade Agmt		Chemonics, Sigma One, other TBD	Nearly completed round of initial meetings with NWGs. Drafting of Phase 1 report that will include proposed work program for NWGs	
2.3	SO 2 Workshop Support	2.1 2.2 2.3	21-Dec	5-Jan-01*		8-Jan-01*	9-Jan-01*	10-Jan-01*	\$1.6	32 mos	18-Jan-01*								SOW development just begun.	
3.1	"4 Corners" TBNRMA Workshop (completed)	3.1 3.2	Not Issued	13-Jul	7-Aug	14-Sep 15-Sep 29 Sep	22-Sep	22-Sep		2 mos	13-Oct	\$0.08	30-Nov	28	1			MGM	Workshop conducted Nov 9-11 in Kasane, U10Botswana.Draft workshop proceedings issued on Nov 26. Final proceedings report distributed Dec 15.	
3.2	Environmental Protocol	3.2		13-Jul	13-Oct 30-Oct				\$.5										No feedback from SO 3 since SOW resubmitted on Oct. 30. Options are 3 sequential ST TO's, of \$.5million-6mos duration each; or 1 LT TO of \$1.5million-18mos duration, with 3 6mos phases.	
3.3	Evaluation of NR-Based Community Tourism Initiatives	3.1	25-Aug	20-Oct	17-Nov 22-Nov	30-Nov	16-Jan*	19-Jan*	\$0.37	5 mos	31-Jan-01*								RETOSA requests that mobilization be delayed until mid-February, 01	
3.4	SADC Water Sector Surface Hydrology Sub-Committee Meeting (completed)	3.4			1-Sep					1 week	15-Sep	\$0.015	22-Sep-00	0	0	SADC Water Sector, Surface Hydrology Subcommittee		None (Purchase order to Travelwise)	The workshop was conducted during Sep 21-22 in Johannesburg, as planned. No meeting minutes or proceedings results were reported by the Surface Hydrology Subcommittee.	
3.5	Wildlife Protocol +		13-Nov	4-Dec		14-Dec	29-Jan*	1-Feb*	\$0.10	2 mos	13-Feb*									
3.6	Limpopo Environmental Scan +		13-Nov	4-Dec		13-Dec	(this activity will not be implemented under RAPID -- the TO # will be reassigned after this quarter)													
4.1	Sorghum Grades and Standards	4.1	28-Jun	21-Jul	8-Aug, 6,15-Sep, 6 Oct	16-Oct 22-Dec	21-Jan*	22-Jan*	\$0.23	7 mos	23-Jan-01*									
4.2	Commercialization of Heartwater Animal Health Products +		20-Nov	1-Dec		20-Dec	21-Jan*	22-Jan*	\$0.15	2 mos	26-Jan-01*									
Totals:									\$2.95			\$8.78								
Total Estimated Cost of TO's Issued and In Development (\$ million):									\$11.73											

* Planned

+ SOWs were developed by ST consultant Morgan Gilbert under TO 1 during Nov 4-Dec 15, 00